



DEPARTMENT OF THE ARMY
HEADQUARTERS, EIGHTH UNITED STATES ARMY
UNIT #15236
APO AP 96205-0009

REPLY TO
ATTENTION OF:

AUG 08 2001

EAGA-EO (600)

MEMORANDUM FOR All Eighth United States Army Assigned Soldiers and Civilians

SUBJECT: Eighth United States Army Command Policy Letter # 15 -- Consideration of Others (CO2) Program Guidance

1. Purpose. This policy provides detailed insight on how the EUSA Consideration of Others (CO2) Program will be executed. It is intended to ensure that the EUSA CO2 Program is understood, institutionalized, supports Army core values and achieves the goal of creating an organizational environment where everyone respects each other, and appreciates the linkage between human relational-wellness, combat readiness, teamwork and organizational effectiveness.

2. Background. We must constantly reinforce our cohesion, by being aware of how our behaviors affect others. This simply means treating each person with respect and dignity in an environment free of harassment. Everyone has to know that they are important, valued, and a part of the team. Mutual respect is the key, the glue that binds us together in strengthening the command climate and reinforcing the importance of trust, teamwork, dignity, and respect. In our values based Army, respect is the basis of a ready force and force multiplier. By leveraging the diversity inherent in each member of the EUSA community, our team will continue to be strong and ready.

3. Discussion. The framework of my CO2 policy guidance includes three elements; Enforcement, Education, and Ownership.

a. Enforcement: Violations of the principles of CO2 will not be tolerated. Everyone is expected to actively pursue the prevention of discrimination, sexual harassment, or any other inappropriate behavior that may impact on the morale and mission of the organization.

b. Education: Teaching our soldiers and civilian employees is the key to instilling CO2 as a EUSA value. The first step is to make an in-depth command assessment of human relational-wellness areas (EO, POSH/prevention of sexual assault, Korean - U.S. relations, team building, American Military Heritage, family concerns, suicide prevention / awareness, quality leadership, ethical development, safety, health, alcohol/drug abuse, homosexual conduct policy (HCP) and first aid). On an annual basis, CO2 training for all military, civilian, and Korean nationals will include 8 hours of small group, facilitator-led

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discussion with 15-20 attendees as the ideal method to maximize training effectiveness. The annual requirement of 8 hours of small group discussion will be completed in 2-hour sessions each quarter. The objective of small group sessions is to offer training that provides an open forum of free exchange, creative ideas, and expression on issues impacting the morale of the workforce and the organization mission. Topics for discussion may be chosen in a number of ways, including feedback from previous small groups, seminars, sensing sessions, climate surveys, or by commanders. The objective of small group sessions is to offer training that provides an open forum of free exchange, creative ideas, and expression on issues impacting the morale of the workforce and the organization mission. Topics may also include human relational issues within the organization, EUSA, Army, Korea or the USA. To be effective, topics should be those that are appropriate to the small group. The small group has the ability to recognize human relations concerns within their immediate environment, and should identify, prioritize, and act on those topics foremost. Long range and broader topic impacting beyond the team's immediate environment require input from the chain of command. Topics should be placed on training schedules so the group can review their current topic. This provides the participants an opportunity to prepare. NOTE: CO2 training for civilian employees is not a substitute for DA-required EEO training of 4-hours for new employees / supervisors and 2-hours refresher training annually.

c. Ownership. Full participation of all personnel is required for this program to succeed. Officers, Noncommissioned Officers, and Civilians of each headquarters, staff, unit and activity will participate and serve as facilitators to assist in small group, interactive discussion sessions.

A handwritten signature in black ink, appearing to read 'D. Zanini', with a stylized flourish at the end.

DANIEL R. ZANINI
Lieutenant General, USA
Commanding